

STREET AND SIDEWALK MAINTENANCE STANDARDS ANNUAL REPORT FISCAL YEAR 2013-14

CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER
CITY SERVICES AUDITOR (CSA)



CSA Project Team

Peg Stevenson, Director
Sherman Luk, Project Manager
Julia Salinas, Performance Analyst II
Ryan Hunter, Performance Analyst II
Celeste Berg, Performance Analyst I



November 20, 2014

GOVERNMENT
DOCUMENTS DEPT

DEC - 1 2014

SAN FRANCISCO
PUBLIC LIBRARY



CONTROLLER'S OFFICE
CITY SERVICES AUDITOR

The City Services Auditor was created within the Controller's Office through an amendment to the City Charter that was approved by voters in November 2003. Under Appendix F to the City Charter, the City Services Auditor has broad authority for:

- Reporting on the level and effectiveness of San Francisco's public services and benchmarking the city to other public agencies and jurisdictions.
- Conducting financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operating a whistleblower hotline and website and investigating reports of waste, fraud, and abuse of city resources.
- Ensuring the financial integrity and improving the overall performance and efficiency of city government.

The audits unit conducts financial audits, attestation engagements, and performance audits. Financial audits address the financial integrity of both city departments and contractors and provide reasonable assurance about whether financial statements are presented fairly in all material aspects in conformity with generally accepted accounting principles. Attestation engagements examine, review, or perform procedures on a broad range of subjects such as internal controls; compliance with requirements of specified laws, regulations, rules, contracts, or grants; and the reliability of performance measures. Performance audits focus primarily on assessment of city services and processes, providing recommendations to improve department operations.

We conduct our audits in accordance with the Government Auditing Standards published by the U.S. Government Accountability Office (GAO). These standards require:

- Independence of audit staff and the audit organization.
- Objectivity of the auditors performing the work.
- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.

The City Services Auditor (CSA) Charter Amendment requires that CSA work with the Department of Public Works (SF Public Works) to establish objective standards for street and sidewalk maintenance, and that CSA issue an annual report on performance under the standards. This report provides the results of fiscal year (FY) 2013-14 evaluations completed between July 1, 2013 and June 30, 2014.

EXECUTIVE SUMMARY

PURPOSE OF THE REPORT

The City Services Auditor Charter Amendment requires that the Controller's Office and SF Public Works develop and implement standards for street and sidewalk maintenance. The Charter Amendment mandates that the City Services Auditor (CSA) issue an annual report of the City's performance under the standards.

This report provides an overview of the standards, highlights the results of evaluations conducted in FY 2013-14, and includes recommendations to improve the City's work in this area.

HIGHLIGHTS

- The City's contracted evaluator, JBR Partners, Inc., conducted 366 evaluations in FY14, across 184 routes.
- Evaluation standards were revised in response to the 2011 Street and Sidewalk Perception Study, notably to add two new odor standards. Over 90% of residential and commercial streets evaluated passed the new odor standards.
- Besides odors, standards with best average scores included residential sidewalk litter, Public Works graffiti, trash receptacle fullness and integrity, and tree clearance and appearance.
- Most frequent problems included tree cleanliness, graffiti on public surfaces maintained outside of Public Works, and feces/needles/condoms. Commercial corridors in particular struggled with graffiti and cleanliness around trash receptacles.
- Residential routes generally score higher than commercial routes, with the exception of tree-related standards.



RECOMMENDATIONS

In response to these findings, CSA recommends that SF Public Works should:

1. Include street evaluation results in SF Public Works program planning and communication with external stakeholders.
2. Assess the causes of most frequent problems and explore options to address them.

TABLE OF CONTENTS

Page ii

BACKGROUND	1-2
STREET AND SIDEWALK EVALUATION RESULTS	3
STANDARD 1.0 STREETS CLEANLINESS	4
STANDARD 2.0 SIDEWALK CLEANLINESS	5-8
STANDARD 3.0 GRAFFITI	9-10
STANDARD 4.0 TRASH RECEPTACLES	10
STANDARD 5.0 TREES AND LANDSCAPING	11-12
RECOMMENDATIONS	13
APPENDIX A: DETAILED METHODOLOGY	14-15
APPENDIX B: EVALUATION STANDARDS DETAILED DESCRIPTION	16-18
APPENDIX C: SAMPLE EVALUATION FORM	19
APPENDIX D: EVALUATION ROUTE DIAGRAM	20
APPENDIX E: SF PUBLIC WORKS WORK ZONE MAP	21
APPENDIX F: EVALUATION ROUTES	22-27
APPENDIX G: SF PUBLIC WORKS MAINTENANCE RESPONSIBILITIES	28
APPENDIX H: SF PUBLIC WORKS MAINTENANCE PROGRAMS	29-30
APPENDIX I: STATUS OF PREVIOUS RECOMMENDATIONS	31

BACKGROUND

MANDATE

In November 2003, San Francisco voters passed Proposition C, amending the City Charter to mandate that the City Services Auditor (CSA) division of the Controller's Office work with SF Public Works in three ways:

- (1) To develop objective and measurable standards for street maintenance;
- (2) To establish publicly posted street maintenance and staff schedule compliance reports; and
- (3) To issue an annual report on the state of the City's streets and sidewalks as measured by evaluations.

METHODOLOGY AND DATA COLLECTION

SF Public Works contracted JBR Partners, Inc. (JBR) to conduct street and sidewalk evaluations in FY13-14. JBR follows the evaluation methodology described in Appendix A.

Twenty-two quantifiable standards are rated in five different street and sidewalk categories:

- (1) street cleanliness
- (2) sidewalk cleanliness
- (3) graffiti
- (4) trash receptacles
- (5) trees and landscaping

A summary of all the standards is shown on the next page and a complete text of the standards is described in Appendix B. An example form used for the evaluations is shown in Appendix C.

The physical unit of an evaluation is a route. Each route generally consists of five contiguous city blocks, with one side of the street evaluated on each route. Pictorial definitions of the basic elements evaluated - streets, sidewalks, and routes/blocks/100 foot segments - are illustrated in Appendix D.

JBR evaluated a total of 184 routes throughout the City in FY13-14. JBR evaluated each route at least once and provided data on 366 total evaluations to CSA for analysis. 52% of the routes were commercial routes and 48% were residential. JBR evaluated anywhere between 18 to 39 routes within a SF Public Works work zone, with an average of 31 routes evaluated per work zone. Please see Appendices E and F respectively for a map and a list of all the routes evaluated.

Within the twenty-two quantifiable street and sidewalk standards rated, SF Public Works is generally responsible for the maintenance of the streets and its assets located on the sidewalks. Please see Appendix G for SF Public Works' specific maintenance responsibilities.

SUMMARY OF STANDARDS

Feature	Standard
1.0 Street Cleanliness	<p>Streets shall be free of litter and will be rated on a scale of 1 to 3.</p> <ul style="list-style-type: none"> ▪ 1 = Very clean, less than 5 pieces of litter per 100 curb feet examined. ▪ <2 = Acceptably clean (passing), 5-15 pieces of litter per 100 curb feet examined. ▪ 3 = Very Dirty, over 15 pieces of litter per 100 curb feet examined. <p>A final average rating of less than 2 must be attained to meet the standard for the route.</p>
2.0 Sidewalk Cleanliness	<p>Sidewalk shall be free of litter and will be rated on a scale of 1 to 3, as above. A final average rating of less than 2 must be attained to meet the standard for the route.</p> <p>Additionally:</p> <ul style="list-style-type: none"> ▪ 90% of sidewalk shall be free of grime, leaks and spills. ▪ Sidewalk shall be entirely free of illegal dumping. ▪ Sidewalk shall be entirely free of feces, needles, broken glass and condoms. ▪ Sidewalk shall be entirely free of offensive odors from SF Public Works and non-SF Public Works sources.
3.0 Graffiti	<p>100% of the street surface, public and private structures, buildings and sidewalks must be free of graffiti. The following categories are evaluated:</p> <ul style="list-style-type: none"> ▪ SF Public Works public property (street surfaces, city trash receptacles). ▪ Non-SF Public Works public property (street signs, meters, mailboxes, etc). ▪ Private property ▪ Sidewalk surfaces
4.0 Trash Receptacles	<ul style="list-style-type: none"> ▪ Trash receptacle is clean and not overflowing. ▪ No more than 5 pieces of litter in the area around the receptacle. ▪ Structure must have a uniform coat of paint. ▪ Structure must be free of large cracks or damage that affects use. ▪ The door must be closed.
5.0 Trees and Landscaping	<ul style="list-style-type: none"> ▪ 90% of trees, tree wells and planters shall be free of litter. ▪ 90% of trees are free of damage or hanging limbs; no tree is dead. ▪ 90% of tree wells and planters are free of weeds and vines. ▪ 90% of trees with limbs and foliage provide clearance over the sidewalk and street.

*A detailed description of the standards is available in Appendix B.

STREET AND SIDEWALK EVALUATION RESULTS

AVERAGE SCORE FOR EACH STANDARD				
	Standards	Acceptable Range	Residential n = 175	Commercial n = 191
	1.0 Street Cleanliness			
*	1.1 Litter (1 = acceptably clean to 3 = very dirty)	<2.0	1.67	2.00
	2.0 Sidewalk Cleanliness			
	2.1 Litter (1 = acceptably clean to 3 = very dirty)	<2.0	1.39	1.64
	2.2 Grime, leaks, spills (% of sidewalk free)	>90%	96%	90%
	2.3 [Moved to become 3.0]			
	2.4 Illegal dumping	-	74%	71%
	2.5 [Replaced by 2.5.1 and 2.5.1]			
	2.5.1 Feces, needles, condoms [new]	-	58%	55%
	2.5.2 Broken glass [new]	-	70%	68%
*	2.6 DPW odors [new]	-	100%	90%
	2.7 Non-DPW odors [new]	-	91%	91%
	3.0 Graffiti - Average number of incidents per segment			
*	3.1 DPW	0	0.13	0.31
	3.2 Non-DPW public	0	0.39	0.68
	3.3 Private	0	0.09	0.56
	3.4 Sidewalk	0	0.14	0.44
	4.0 Trash Receptacles - % of receptacles meeting standards			
^	4.1 Fullness	>90%	97%	95%
^	4.2 Cleanliness of trash receptacles	>90%	92%	95%
^	4.3 Cleanliness around trash receptacles	>90%	77%	82%
^	4.4 Painting	>90%	82%	92%
^	4.5 Structural integrity and function	>90%	97%	96%
^	4.6 Doors	>90%	95%	92%
	5.0 Trees and Landscaping - % of trees meeting standards			
^	5.1 Cleanliness	>90%	72%	52%
^	5.2 Appearance	>90%	93%	96%
^	5.3 Weediness	>90%	79%	95%
^	5.4 Clearance	>90%	97%	98%

Legend:

* SF Public Works holds cleaning or maintenance responsibility.

^ SF Public Works is responsible for some of the city's trash receptacles and trees. Others are maintained by private property owners or contractors. See Appendix G.

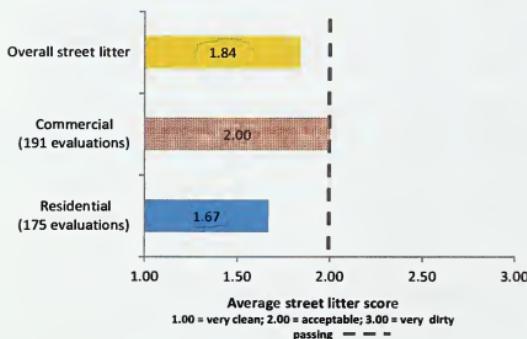
Cells highlighted in red mean the standard did not pass.

STANDARD 1.0 STREET CLEANLINESS

1.1 Street Litter

Routes are evaluated based on the presence of litter along the route. Examples of litter include food wrappings, cups, plastic bags, newspapers, feces, and abandoned appliances. Cigarette butts were not included.

Average street cleanliness scores passed the threshold level, “acceptable” (2.0), established by SF Public Works. Overall street litter scores fell between “acceptable” (2.0) and “very clean” (1.0), receiving an average score of 1.84. On average, commercial streets just missed the threshold of acceptable street cleanliness, while residential streets scored well above the threshold.



The overall average street litter score passes with an “acceptably clean” rating.

Dirtiest commercial streets

Work Zone	Route	Score
B	Market 2: 7th-11th	2.93
B	Larkin: O'Farrell - Sacramento	2.89
C	Fillmore I: Hayes, Laguna - Gough	2.83

Dirtiest residential streets

Work Zone	Route	Score
E	Farallones St -- San Jose to Orizaba	2.93
A	Sutter St -- Jones To Larkin	2.88
A	Bush St -- Mason to Larkin	2.85
C	03rd Ave: Hugo St - Irving St	2.81
E	Madrid St -- Silver Ave to Persia	2.79

The chart above lists the five dirtiest residential streets, all with scores above 2.75.

Cleanest commercial streets

Work Zone	Route	Score
A	Justin Herman Plaza	1.10
E	3rd St Ct: 23rd - Galvez	1.10
E	Ocean A: Phelan - Capitol	1.00

Cleanest residential streets

Work Zone	Route	Score
C	Cornwall St - Arguello to 4th Ave	1.00
A	Lake St -- 23rd to 28th Ave	1.00
A	Baker St - Green to Greenwich	1.00
F	31st Ave - Pacheco to Taraval	1.00
F	Magellan Ave -- Castaneda to Montalvo	1.00
F	Saint Francis Blvd -- Junipero Serra to Santa Clara Ave	1.00
F	Ulloa St - Laguna Honda Blvd to Dorchester Way	1.00
F	Joost Ave -- Lippard to Foerster	1.00
F	Sloat Blvd -- 20th to 25th Ave	1.00

The commercial streets with the highest and lowest average litter scores are displayed above. No street received the worst possible score of 3.00, while only one street received a perfect score of 1.00 (Ocean between Phelan & Capitol).

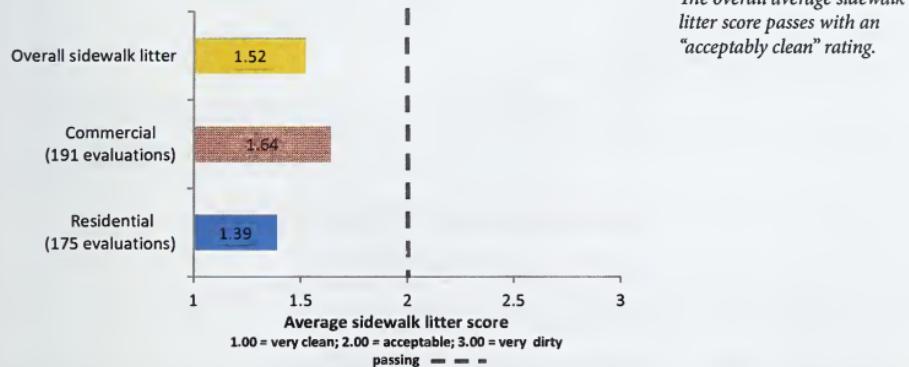
The chart above displays the nine residential streets that received all perfect scores (1.0) for street cleanliness.

STANDARD 2.0 SIDEWALK CLEANLINESS

2.1 Sidewalk Litter

Private property owners are responsible for sidewalk cleanliness in front of their property, except for curb ramps, sidewalks on SF Public Works-maintained public property, SF Public Works catch basins, and trash receptacles. Please refer to Appendix G for details.

Evaluators scored sidewalk cleanliness based on the presence of litter on the sidewalk along the route. Examples of common sidewalk litter include tissue paper, food wrappings, cups, plastic bags, newspapers, cigarette butts, and loose gum.



Overall average sidewalk cleanliness scores passed the threshold level, "acceptable" (2.0), established by SF Public Works. Overall street litter scores fell between "acceptable" (2.0) and "very clean" (1.0), receiving an average score of 1.52. Generally, residential sidewalks scored higher than commercial sidewalks, with both falling within an acceptable level of cleanliness.



Dirtiest commercial sidewalks

Work Zone	Route	Average litter score
B	Taylor: Market to O'Farrell	2.56
A	Stockton: Green - Sacramento	2.51
D	24th St. Bart	2.50

Cleanest commercial sidewalks

Work Zone	Route	Average litter score
F	Noriega A: 19th - 25th	1.08
D	Van Ness 2: 22nd - 18th	1.07
C	Van Ness 5: Mission - Golden Gate	1.06

The three commercial sidewalks with the highest and lowest average litter scores are displayed. No commercial sidewalk received a perfect score of 1.0 or the worst possible score of 3.0.

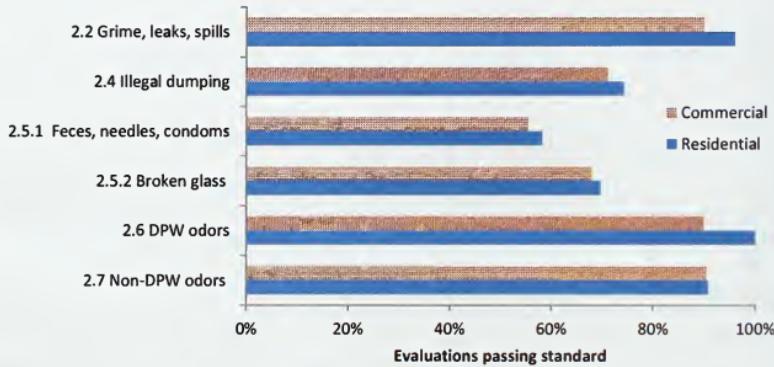
Dirtiest residential sidewalks

Work Zone	Route	Average litter score
C	Sutter St -- Jones To Larkin	2.58
F	Farallones St -- San Jose to Orizaba	2.50
F	Bush St -- Mason to Larkin	2.43

The three residential sidewalks with the lowest average litter scores are displayed above. On the other hand, sixteen residential routes had perfect litter scores of "very clean" (1.0) each time they were evaluated.

ADDITIONAL SIDEWALK STANDARDS

In addition to sidewalk litter, a number of other factors determine sidewalk cleanliness levels: grime, leaks, spills, illegal dumping, feces, needles, and condoms, broken glass, and odors.



2.2 SIDEWALK GRIME, LEAKS, AND SPILLS

Grime, leaks, and spills include any removable material resulting in a difference in pavement surface color including paint, dried liquids, dirt, garbage leaks, or other substances resulting in wet, slippery, or sticky conditions.

Residential routes had an average score of 96%, while commercial routes missed the 90% threshold slightly.

Grime, Leaks, and Spills Standard

PASS = Sidewalk is at least 90% free of grime, leaks, and spills

Commercial sidewalks with lowest scores for grimes, leaks, and spills standard

Work Zone	Route	% free of Grime, Leaks, & Spills
D	16 th St. BART	64%
B	Polk A: California - O'Farrell	72%
D	24th St. B: Folsom - Valencia	73%



Residential sidewalks with lowest scores for grimes, leaks, and spills standard

Work Zone	Route	% free of Grime, Leaks, & Spills
D	26th St -- Hampshire to Harrison	76%
A	Sutter St -- Jones To Larkin	85%
A	Bush St -- Mason to Larkin	87%

The routes above show the three lowest scores for all sidewalks evaluated.

2.4 ILLEGAL DUMPING

Illegal dumping includes abandoned items such as furniture and appliances found on sidewalks. There is zero tolerance for illegal dumping – 100% of sidewalks need to be free of illegal dumping to pass the standard.

Residential and commercial sidewalks had comparable scores for illegal dumping, with 74% and 71% of evaluations passing, respectively.

Of the 184 unique routes evaluated, only 14 routes failed the standard each time they were evaluated. These streets, many of them commercial routes, are listed below.

Sidewalks with lowest scores for illegal dumping standard

Work Zone	Route type	Route
C	Residential	20th Ave -- California to Cabrillo
C	Residential	26th Ave -- Clement to Fulton
A	Commercial	Stockton: Green - Sacramento
A	Residential	Sacramento St -- Taylor to Polk
F	Commercial	Irving A: 19th Ave - 25th Ave
C	Residential	Central Ave -- Buena Vista West to Oak St
C	Commercial	Haight (Upper): Stanyan - Central
B	Commercial	Larkin: O'Farrell - Sacramento
B	Commercial	Hyde: Market - Taylor
B	Commercial	Jones: Market - O'Farrell
D	Commercial	Mission B: 18th - 22nd St.
E	Commercial	3rd St B: Mariposa - 23rd
E	Residential	Silver Ave -- Mission Ave to Cambridge
E	Residential	Farallones St -- San Jose to Orizaba



2.5.1 FECES, NEEDLES, CONDOMS, AND 2.5.2 BROKEN GLASS

There is zero tolerance for feces, needles, and condoms – 100% of sidewalks need to be free of these to pass the standard. Feces, needles, and condoms standard generally had the lowest overall score of all sidewalk standards, with only 58% of residential sidewalk evaluations and 55% of commercial sidewalk evaluations passing.

There is zero tolerance for broken glass – 100% of sidewalks need to be free of broken glass to pass the standard. Residential and commercial sidewalks had comparable scores, with 70% and 68% of evaluations passing, respectively.



2.6 SF PUBLIC WORKS ODORS AND 2.7 NON-SF PUBLIC WORKS ODORS

Offensive odors include sewage, odor from catch basins, human excrement related odors (feces and urine), and other significant unpleasant odors.

“SF Public Works Odors” are smells specifically related to Public Works’ assets such as city dumpsters, trash cans, street surfaces, and specific catch basins that have “Public Works” identification. “Non-SF Public Works Odors” include odors emanating from non-SF Public Works assets such as private trash cans and catch basins marked as “SFPU”.

There is zero tolerance for both standards – 100% of sidewalks must be free of strong offensive odors.

Routes that did not pass odor standards

Work zone	Route	Standard failed twice	Route type
B	Taylor: Market to O'Farrell	SF Public Works	Commercial
B	Market 2: 7th-11th	SF Public Works	Commercial
D	Duboce: Valencia - Potrero	SF Public Works	Commercial
E	3rd St E: Oakdale - Williams	SF Public Works	Commercial
A	Bush St -- Mason to Larkin	Non-SF Public Works	Residential
C	Central Ave -- Buena Vista West to Oak St	Non-SF Public Works	Residential
B	Natoma: 2nd - Fremont	Non-SF Public Works	Commercial
B	6th St: Market - Folsom	Non-SF Public Works	Commercial

The eight routes to the left failed either the SF Public Works or non-SF Public Works odor standard each time they were evaluated.

STANDARD 3.0 GRAFFITI

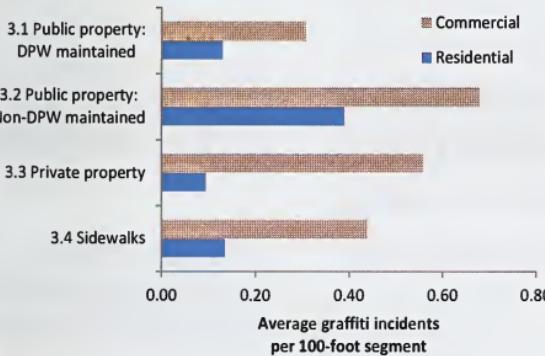
Graffiti includes stickers, paint, and pen markings. There is zero tolerance for graffiti – 100% of streets, sidewalks, and private and public structures/buildings visible from and immediately adjacent to the street must be free of graffiti to pass the standard.

Graffiti is scored separately according to the entity responsible for maintaining it (see Graffiti Types to the right). SF Public Works is responsible for mitigating graffiti on street surfaces, trash receptacles, and some trees.



GRAFFITI COUNTS

SF Public Works-maintained surfaces reported the lowest average graffiti counts, compared to private and Non-SF Public Works public property. The highest average graffiti counts were found on non-SF Public Works public property and were more than double the counts found on SF Public Works-maintained property.



Graffiti Types

Sidewalks:

Sidewalk surfaces, which are the responsibility of private property owners.

Public Property Maintained by SF Public Works:

Street surfaces and trash receptacles.

Public Property Not Maintained by SF Public Works:

Street signs, parking meters, mailboxes, bus stops, and most other public street property. SF Public Works will abate this graffiti and bill the other agency.

Private Property:

Storefronts, residential buildings, newspaper stands, and other non-sidewalk privately owned property. SF Public Works notifies property owners to abate graffiti on their property.

Graffiti Standard

PASS = Streets and adjacent areas are 100% free of graffiti

Commercial routes reported graffiti counts that were at least double the counts found on residential routes.

Commercial routes with highest counts of graffiti on SF Public Works-maintained public property

Work Zone	Route	Graffiti counts per 100 feet
5	Fillmore I: Hayes, Laguna - Gough	3.11
6	Taylor: Market to O'Farrell	2.75
9	24th B: Folsom - Valencia	1.57

Fillmore Street reports highest graffiti count of all commercial routes.

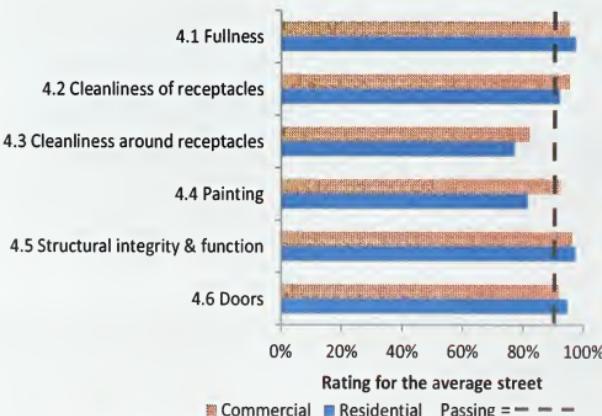
Residential routes with highest counts of graffiti on SF Public Works-maintained public property

Work Zone	Route	Graffiti counts per 100 feet
7	Serrano Dr -- Cardenas to Arballo	1.16
5	O3rd Ave: Hugo St - Irving St	0.87
5	Central Ave -- Buena Vista West to Oak St	0.50

Serrano Dr. reports highest graffiti count of all residential routes.

STANDARD 4.0 TRASH RECEPTACLES

The chart below shows average scores for each trash receptacle standard. Cleanliness around receptacles is the only standard that did not meet the 90% threshold for either commercial or residential routes. The painting standard under residential routes also did not meet that threshold. All other standards passed for both street types.



Two-thirds of evaluations on residential routes passed the combined standards, while just over half of evaluations on commercial routes passed.

Trash Receptacle Standards

PASS = 90% of trash receptacles on a route are free of the evaluated issue

STANDARD 5.0 TREES AND LANDSCAPING

Most street trees are the responsibility of fronting property owners, and SF Public Works maintains more than 35,000 street trees in San Francisco. This year, SF Public Works will begin to transfer maintenance responsibility for most of those trees to property owners, while retaining responsibility for trees in medians and other public property. This analysis does not distinguish between SF Public Works-maintained and privately maintained street trees.

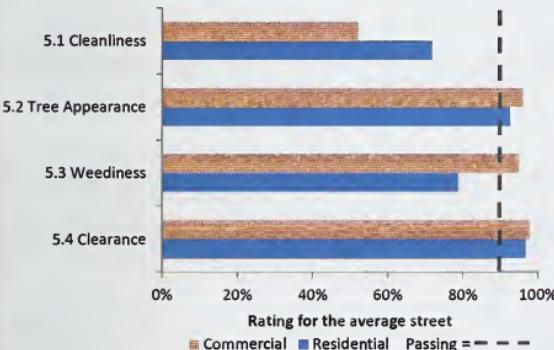
Common debris found in both residential and commercial routes were food wrappings, cigarette butts, plastic bags, and feces. Other examples of litter evaluated are gum, tissue paper, cups, and newspapers. Debris includes tree limbs, but excludes leaves. The standard is not met if any feces, needles, broken glass, or condoms are present.

As shown on the chart below, for cleanliness both commercial and residential trees failed to meet the 90% threshold.

For tree appearance, both commercial and residential trees passed the 90% threshold.

For weediness, the average commercial tree score exceeded the 90% threshold, while the average residential tree score did not.

For clearance, the average scores for both commercial and residential trees are nearly 100%.



LOWEST RATED ROUTES

Commercial routes that did not pass any tree and landscape standards

Work Zone	Route
C	Fillmore G: Golden Gate, Steiner - Laguna
A	Grant: Broadway - California

Residential routes that did not pass any tree and landscape standards

Work Zone	Route
C	Central Ave -- Buena Vista West to Oak St
E	Prague St -- Geneva to Pope
F	Santiago St -- 19th to 22nd Ave

Five routes did not pass any of the four standards.

HIGHEST RATED ROUTES

Commercial routes with perfect scores for all tree and landscape standards

Work Zone	Route
C	Clement B: 5th - 10th Ave
C	Clement A: Arguello - 5th Ave
B	Natoma: 2nd - Fremont
C	Van Ness 5: Mission - Golden Gate

Residential routes with perfect scores for all tree and landscape standards

Work Zone	Route
A	Baker St – Greenwich
F	Magellan Ave -- Castenada to Montalvo
F	Moncada Way -- Urbano Dr to Junipero Serra
F	Saint Francis Blvd – Junipero Serra to Santa Clara Ave
F	Ulloa St -- Laguna Honda Blvd to Dorchester Way

Nine routes listed above had perfect scores of 100% for all four standards.

RECOMMENDATIONS

1. Include street evaluation results in SF Public Works program planning and communication with external stakeholders

Street evaluation results should be used to inform management decisions and drive improvement over time. Future reports should break down scores by SF Public Works work area, and SF Public Works should use those scores for program planning and resource allocation decision-making.

Many of the issues addressed in the evaluation standards are not SF Public Works' direct responsibility. For example, private property owners are responsible for keeping sidewalks clean. In these instances, SF Public Works should share the evaluation results with appropriate external stakeholders to enhance cleanliness indirectly.

Street evaluation data should be combined with other city data sources via SF Public Works Stat meetings to get a comprehensive picture of street and sidewalk cleanliness and maintenance.

2. Assess the causes of most frequent problems and explore options to address them

Several standards stand out as areas of attention, including:

- 5.1 Tree cleanliness: commercial and residential routes
- 5.3 Tree weeds: residential routes
- 4.3 Cleanliness around trash receptacles: commercial and residential routes

SF Public Works currently manages a number of programs to address street and sidewalk cleanliness, including the issues above. These programs include:

- Community Clean Team
- Community Corridors Partnership Program
- Alleyway Pilot Program
- Outreach and Enforcement Team
- Adopt-A-Street Program

We recommend that SF Public Works analyze its programs in order to identify trends, root causes of identified issues, and opportunities to increase positive impact.

APPENDIX A: DETAILED METHODOLOGY

History & Methodology

In November 2003, San Francisco voters approved Proposition C (Charter Section F.102), requiring the City to establish performance standards for street and sidewalk maintenance. Accordingly, the Controller's Office and Department of Public Works (Public Works) created standards to evaluate five areas:

- (1) street cleanliness, (2) sidewalk cleanliness, (3) graffiti, (4) trash receptacles, and (5) trees and landscaping.

Routes throughout the city are generally evaluated twice per year, including routes in each of the six Public Works Work Zones and a combination of commercial and residential areas. During most evaluations, approximately five blocks on one side of the street are evaluated.

In past years, CSA and Public Works utilized its own staff to conduct the evaluations. Currently, JBR Partners (Contractor) conducts all evaluations.

During FY 2011-12, the Controller's Office and Public Works made changes to the standards based on the results of the Streets Perception Study (2011). Most notably, new standards for odors were added to the sidewalk cleanliness standards.

Evaluation Standards

The five evaluation categories are scored using one of the following metrics:

- 1 - 3 point system (where 1 = clean, <2 = passing, 3 = dirty)
- percentage (high % = clean)
- number of incidents (lower = better)

A detailed summary of each evaluation standard is provided at the end of this appendix.

Evaluation Timing

Prior to FY 2007-08, evaluations were conducted before and after street sweepings. Currently, evaluations have been conducted at the midpoint of a route's mechanical street sweeping schedule. For example, a route that is swept on Monday, Wednesday and Friday would be inspected on Tuesday or Thursday, and a route that is swept once a week on Tuesday morning would be inspected on a Friday afternoon. All evaluations occur weekdays between 8:00 a.m. and 5:00 p.m. to accommodate the staff's regular work hours.

Route Selection	A total of 184 routes were selected by CSA, including residential and commercial streets throughout the six Public Works Work Zones. Each work zone includes between 18 to 39 routes, with an average of 31 routes evaluated per work zone. Each route is generally evaluated twice, resulting in 366 total evaluations. 52% of the routes were commercial routes and 48% were residential. Appendix E provides a full list of evaluated routes.
Implementation and Analysis	CSA and Public Works trained JBR on the revised standards. Trainers reviewed the Streets and Sidewalks Maintenance Standards Manual, conducted a joint evaluation, and ensured consistency of scores between evaluators. All analysis is conducted by JBR in coordination with CSA staff. Regular audits of data entry and weekly team meetings ensure accuracy.
FY 2013-14 Evaluation Methodology Changes	From 2003 – 2012, graffiti incidents were aggregated into the total for the block and each route received a graffiti block average. In FY 2013-14, graffiti totals reported are based on averages per 100-ft segment. Each block approximately has two to three 100 ft segments. The average makes a simplifying assumption that all blocks and routes are the same length. That is, blocks (and routes) of differing lengths are given equal weight in the averages.
Quality Control	Quality control evaluations help to ensure that the maintenance standards are applied consistently across all evaluations. The CSA program lead conducted two quality control evaluations in FY 2013-14. CSA and JBR conducted separate evaluations at the same time on the same route; both teams compared results.
	No major findings were noted from quality control evaluations conducted on the two CSA evaluations during FY 2013-14. Findings from future quality control evaluations will be used by Public Works and CSA to revise and clarify the standards, ensure proper evaluation training, and clarify the evaluation methodology.
Reporting Major Incidents	The FY 2007-08 annual report recommended that CSA inspectors routinely report major incidents observed during evaluations to 311 ¹ , San Francisco's 24-hour customer service center, to improve the conditions of streets and sidewalks more directly and immediately. Major incidents may include excessive graffiti, illegal dumping, and an existing sidewalk condition such as a large crack, among others. In June of FY 2008-09, this process was implemented. The Contractor did not place any calls to 311 during FY 2013-14 evaluations.

¹ Information about San Francisco's 311 system is available at the following website: <http://www.sf311.org/>

APPENDIX B: EVALUATION STANDARDS DETAILED DESCRIPTION

Standard Number	Standard Name	Standard Description
Street Cleanliness		
1.1	Street Cleanliness	<p>Streets shall be free of litter and rated on a scale of 1.0 to 3.0. A final average rating less than 2.0 must be attained to meet the standard for the route. Each 100 linear curb feet ("segments") will be rated. Each block receives an average rating of the 100-foot segments, and all the blocks will be averaged for a final rating for the route.</p> <p>1.0 = Very clean - less than 5 pieces of litter per 100 curb feet examined <2.0 = Acceptably clean (passing) - 5-15 pieces of litter per 100 curb feet examined 3.0 = Very Dirty - over 15 pieces of litter per 100 curb feet examined</p> <p>Litter Definition: Examples of litter include tissue paper, food wrappings, cups, plastic bags, newspapers, needles, feces, furniture, cars and abandoned appliances. Excludes cigarette butts.</p>
Sidewalk Cleanliness		
2.1	Sidewalks - Litter	<p>Sidewalks shall be free of litter and debris, and will be rated on a scale of 1.0 to 3.0. A final rating under 2.0 must be attained to meet the standard. Each 100 linear curb foot ("segments") will be rated. Each block receives an average rating of the 100-foot segments, and all blocks will be averaged for a final rating for the route.</p> <p>1.0 = Very clean - less than 5 pieces of litter per 100 curb feet examined. Evaluator notes if standard not met due to cigarette butts. Evaluator notes if segment adjacent to sidewalk is a City building or facility. <2.0 = Acceptably clean - 5-15 pieces of litter per 100 curb feet examined. 3.0 = Very dirty - over 15 pieces of litter per 100 curb feet examined.</p> <p>Litter definition: Examples of litter include tissue paper, food wrappings, cups, plastic bags, newspapers, cigarette butts, and loose gum.</p>
2.2	Sidewalks - Grime, Leaks, Spills	<p>90% of sidewalks immediately adjacent to the street in the observed are free of grime, leaks, and spills. Each 100 linear curb feet ("segments") will be rated by a % meeting the standard. Each block receives an average rating of the 100-foot segments, and all blocks will be averaged for a final rating for the route.</p> <p>Definition: Grime, leaks, and spills include any removable material resulting in a difference in pavement surface color. Includes paint, dried liquids, dirt, garbage</p>

		Leaks, or other substances resulting in wet, slippery, or sticky conditions. Does not include graffiti (see standard 2.3), painted markers for utility use, nor intentional painting of the sidewalk surface. Does not include differences in cement color.
2.3	Graffiti	<i>This standard was moved to 3.4 Graffiti.</i>
2.4	Illegal Dumping	100% of sidewalks are free of illegally dumped items (furniture, appliances, car parts, etc.), except items labeled for SF Public Works Bulk Item Collection ("BIC").
2.5.1	Feces, Needles, Condoms	100% of sidewalks are free from feces, needles, or open/used condoms.
2.5.2	Broken Glass	100% of sidewalks are free from broken glass.
2.6	SF Public Works Odors	100% of block is free of strong offensive odors from SF Public Works sources. Offensive odors include, sewage, odor from catch basins, human excrement related odors (feces and urine), and other significant unpleasant odors. Check box on evaluation worksheet indicates presence of human-related odors from feces or urine. SF Public Works sources include city dumpsters, sidewalks, street surfaces, bus stops, and specific catch basins.
2.7	Non-SF Public Works Odors	100% of block is free of strong offensive odors from non-SF Public Works sources, including private trash cans and SFPUC catch basins.

Graffiti

3.1 and 3.2	Graffiti - Public Property	<p>100% of the streets and sidewalks, public structures and public buildings visible from and immediately adjacent to the street are free of graffiti. Count the # of incidents of graffiti. The total number of incidents will be aggregated into the total for the block and the route. Blocks included in sample can be averaged for a block average</p> <p>Graffiti includes stickers, paint, and pen markings, but not etchings. Street graffiti does not include painted street utility markings.</p> <p>SF Public Works property included street surfaces and trash receptacles. Non-SF Public Works public property includes all other public agency structures, including street posts, lamps, mailboxes, meters, signal boxes, etc.</p>
3.3	Graffiti - Private Property	100% of private sidewalks, structures, and buildings visible from and immediately adjacent to the street are free of graffiti. The total number of incidents will be aggregated into the total for the block and the route. Blocks included in sample can be averaged for a block average.
3.4	Graffiti - Sidewalks	100% of sidewalks are free from graffiti (paint, pen markings, stickers). Does not include painted utility markings or chalk.

Trash Receptacles		
4.1	Fullness	Trash receptacle is not overflowing (over the top of the receptacle).
4.2	Cleanliness of trash receptacle	Trash receptacle is clean. Note: If graffiti is found, incidents noted in Standard 3.1
4.3	Cleanliness around trash receptacles	Immediate area surrounding the trash receptacle is free of litter, debris, illegal dumping, spills, or leakage. 5 pieces of litter or more is unacceptable. Notes: Examples of litter include tissue paper, food wrappings, cups, plastic bags, newspapers, cigarette butts, furniture, car parts and abandoned appliances Examples of debris include limbs and rocks.
4.4	Painting	Receptacle has uniform coat of paint and is not peeling on 90% of the surface, where applicable.
4.5	Structure Integrity & function	Trash receptacle is free of large cracks or damage that effect its use.
4.6	Doors	Doors on trash receptacles are closed and secured.
Trees and Landscaping		
5.1	Cleanliness	Trees, tree wells, and planters shall be free of litter and debris. No more than 3 total pieces of litter or debris can be visible per tree well and planter observed, and 90% of tree wells/planters must comply to meet standard. Trees, tree wells, and tree planters in each 100 linear curb feet ("segments") will be rated. Litter definition: Examples of litter include cigarette butts, gum, tissue paper, food wrappings, cups, plastic bags, newspapers, needles, feces. Examples of debris include limbs. Leaves are excluded. The standard is not met if feces, needles, broken glass, or condoms are present in the tree well/planter.
5.2	Tree Appearance	All trees are alive, and 90% of trees have no hanging limbs and are free of damage. Trees in each 100 linear curb feet ("segments") will be rated. Note: The standard is not met if any tree is dead. A tree stump or empty tree well counts as a dead tree.
5.3	Weeds	90% or more of all tree wells and planters are free of weeds and vines.
5.4	Clearance	Limbs and foliage are maintained with an 8-foot vertical clearance for pedestrians over the sidewalk and 14-foot vertical clearance over the street. Note: Exceptions are made for newly planted street trees that are too small to meet clearance requirements yet do not impede pedestrian or vehicular traffic.

APPENDIX C: SAMPLE EVALUATION FORM

Streets and Sidewalks Cleanliness Standards Evaluation - Worksheet

1

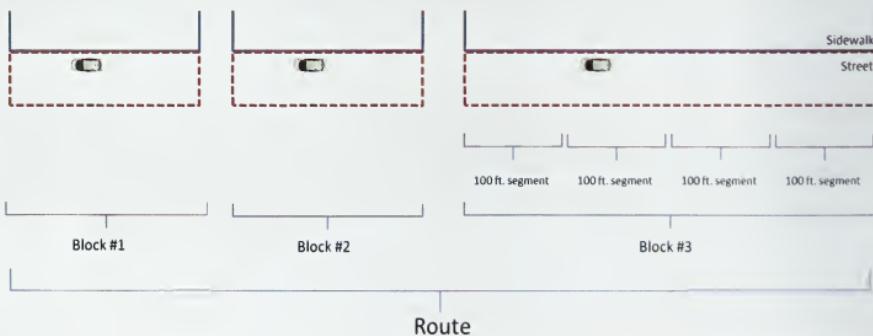
Name of Evaluator:	H. H. H.		(Enter start and end time on route summary page)		Street: 21st		X-Streets Cleared Only																																									
Date of Evaluation:	11/2/13																																															
Street Sweeping Details (as posted on route)																																																
Sweeping Time(s):																																																
<p>Instructions: Most parking meters are approximately 20 feet apart; 1 parking meter = one 100 curb feet "segment."</p> <p>1.0 Street Cleanliness</p> <p>1.1 Score (1.0, 2.0, or 3.0 score)</p> <p>1.2 Litter (1.0, 2.0, or 3.0 score)</p> <p>1.3 Graffiti (0, 1, 2, 3.0)</p> <p>1.4 Trash (0, 1, 2, 3.0)</p> <p>1.5 Odors (0, 1, 2, 3.0)</p> <p>1.6 Sidewalk Cleanliness</p> <p>1.7 Odors (non-DPW)</p>																																																
<table border="1"> <thead> <tr> <th colspan="2">100-foot Segments</th> <th colspan="2">Segments</th> <th colspan="2">Segments</th> <th colspan="2">Segments</th> <th colspan="2">Segments</th> </tr> <tr> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> </tr> <tr> <td>Count the number of litter and scores each segment: (100 curb feet) 1.0 to 3.0.</td> <td>1</td> <td>1</td> <td>2</td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>									100-foot Segments		Segments		Segments		Segments		Segments		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	Count the number of litter and scores each segment: (100 curb feet) 1.0 to 3.0.	1	1	2	2														
100-foot Segments		Segments		Segments		Segments		Segments																																								
1	2	3	4	5	6	7	8	9	10																																							
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																																							
Count the number of litter and scores each segment: (100 curb feet) 1.0 to 3.0.	1	1	2	2																																												
<p>1.8 Graffiti (# of sidewalk, w/out graffiti): <u>0</u></p> <p>1.9 Graffiti (# on sidewalks, moved to 3.4) <u>0</u></p> <p>2.0 Legal Dumping (YN, where Y=moving) <u>Y</u></p> <p>2.1 Feathers, Needles, Condoms (YN, where Y=moving) <u>N</u></p> <p>2.2 Broken Glass (YN, where Y=moving) <u>Y</u></p> <p>2.3 Odors (DPW) <u>0</u></p> <p>2.4 Odors (non-DPW) <u>0</u></p>																																																
<p>2.5 Human body waste related <input type="checkbox"/></p> <p>2.6 Catch basin <input type="checkbox"/></p> <p>2.7 Sewer <input type="checkbox"/></p>																																																
<p>2.8 Graffiti (0, 1, 2, 3.0)</p> <p>2.9 Public (DPW) <u>0</u></p> <p>3.0 Private (non-DPW) <u>0</u></p> <p>3.1 Public (non-DPW) <u>0</u></p> <p>3.2 Private (Please indicate nearest address on attached work sheet) <u>0</u></p> <p>3.3 Private (Please indicate nearest address on attached work sheet) <u>0</u></p> <p>3.4 Sidewalk (0 on sidewalk, previously 2.3) <u>0</u></p>																																																
<p>3.5 Trees and Landscaping Total #: <u>0</u></p> <p>4.0 Trash Recyclables Total #: <u>0</u></p> <p>4.1 Fullers <u>0</u></p> <p>4.2 Cleanliness of trash receptacles <u>0</u></p> <p>4.3 Cleanliness around trash receptacles <u>0</u></p> <p>4.4 Painting <u>0</u></p> <p>4.5 Structural integrity & function <u>0</u></p> <p>4.6 Debris <u>0</u></p>																																																
<p>4.7 Odors <u>0</u></p> <p>4.8 Other <u>0</u></p>																																																
<p>4.9 Sidewalks, curb, and gutter condition: missing, cracked, and total # of receptacles <u>0</u></p> <p>5.0 Sidewalks, curb, and gutter condition: missing, cracked, and total # of receptacles <u>0</u></p> <p>5.1 Cleanliness <u>0</u></p> <p>5.2 Tree appearance <u>0</u></p> <p>5.3 Weathered <u>0</u></p> <p>5.4 Cleanliness <u>0</u></p>																																																
<p>Comments: Please note presence of cigarette butts, but do not include cigarette butts in total count. a.g. presence of restaurant or bar, flag flying, please note presence of SIC codes</p> <p>Please note primary source of litter: AC</p> <p>Cigarette Butts: <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>4th 4th Sat 2 weeks Sat</p> <p>5th 5th 3rd 4th weeks Sat</p> <p>4th Sat 4th Sat 2 weeks Sat</p>																																																

* Please note presence of cigarette butts, but do not include cigarette butts in total count. a.g. presence of restaurant or bar, flag flying, please note presence of SIC codes

= Please note if standard is not met due to cigarette butts. Note specific conditions that adversely affect rating is presence of restaurant or bar.

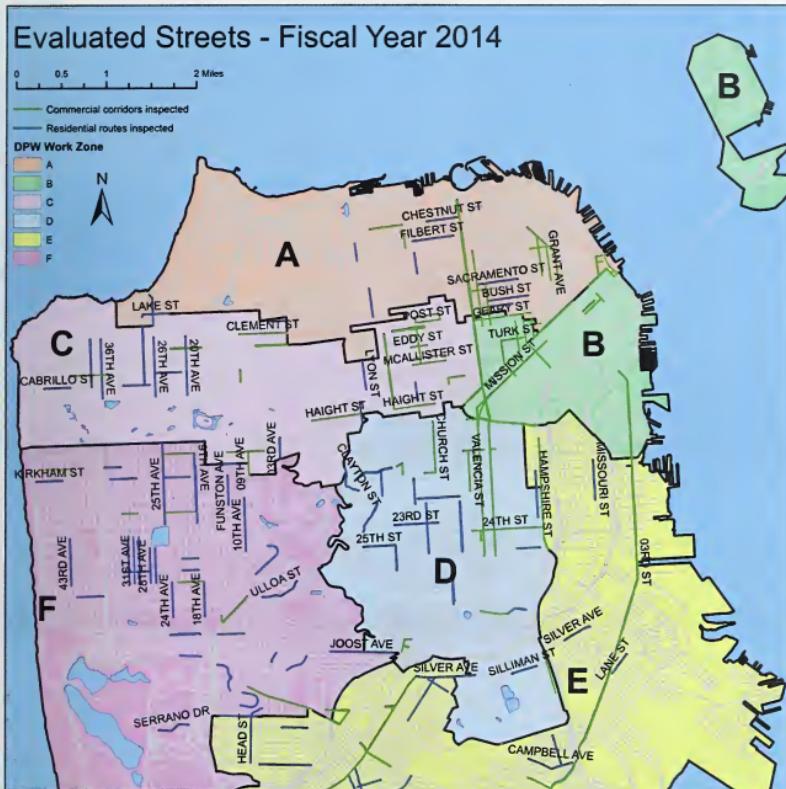
APPENDIX D: Evaluation Route Diagram

An evaluation route is generally made up of 5 contiguous city blocks. Each block is broken down into 100-foot segments for evaluation purposes. One side of the street and sidewalk (from the sidewalk edge to the median of the street) is evaluated for each route, with Standard 1.0 Street Cleanliness evaluated on the street (roadway), Standard 3.0 Graffiti evaluated on both the street and sidewalk, and Standards 2.0 Sidewalk Cleanliness, 4.0 Trash Receptacles, and 5.0 Trees/Landscaping evaluated on the sidewalk.



APPENDIX E: SF Public Works Work Zone Map

The map below outlines each of the six SF Public Works Work Zones with the specific commercial and residential routes evaluated in FY14.



APPENDIX F: EVALUATION ROUTES

Public Works Work Zone	Type	Corridor	Begin Street	End Street
A	Commercial	Broadway St	Powell St	Kearny St
A	Commercial	California St	Hyde St	Larkin St
A	Commercial	Chestnut St	Fillmore St	Divisadero St
A	Commercial	Columbus Ave	Powell St	Pacific Ave
A	Commercial	Drumm St	Market St	Washington St
A	Commercial	Ellis St, Mason St	Market St	Powell St
A	Commercial	Fillmore St	Lombard St	Union St
A	Commercial	Geary St	Mason St	Van Ness Ave
A	Commercial	Grant Ave	Broadway St	California St
A	Commercial	Justin Herman Plaza	Market St	Mission St
A	Commercial	Kearny St	Columbus Ave	California St
A	Commercial	Polk St	California St	Vallejo St
A	Commercial	Stockton St	Green St	Sacramento St
A	Commercial	Van Ness Ave	Broadway St	Greenwich St
A	Commercial	Van Ness Ave	Bush St	Broadway St
A	Commercial	Van Ness Ave	Greenwich St	North Point St
A	Residential	Baker St	Green St	Greenwich St
A	Residential	Broderick St	Bush St	Washington St
A	Residential	Bush St	Mason St	Larkin St
A	Residential	Chestnut St	Van Ness Ave	Laguna St
A	Residential	Filbert St	Franklin St	Webster St
A	Residential	Lake St	23 rd Ave	28 th Ave
A	Residential	Sacramento St	Taylor St	Polk St
A	Residential	Sutter St	Jones St	Larkin St
A	Residential	Webster St	Bromley Pl	Green St
B	Commercial	03rd St	Ballpark	Mariposa St
B	Commercial	06th St	Market St	Folsom St
B	Commercial	07th St, 08th St, Market St	Market St	Mission St
B	Commercial	Fremont St	Mission St	Transbay Hump
B	Commercial	Jones St	Market St	O'Farrell St
B	Commercial	Larkin St	O'Farrell St	Sacramento St
B	Commercial	Market St	11th St	Valencia St
B	Commercial	Market St	3rd St	6th St
B	Commercial	Market St	Steuart St	Spear St

Public Works Work Zone	Type	Corridor	Begin Street	End Street
B	Commercial	Minna St	2nd St	Fremont St
B	Commercial	Mission St	5th St	11th St
B	Commercial	Mission St, Otis St	10th St	Otis/13th St
B	Commercial	Natoma St	2nd St	Fremont St
B	Commercial	Polk St	California St	O'Farrell St
B	Commercial	South Van Ness Ave	18th St	Mission St
B	Commercial	Taylor St	Market St	O'Farrell St
B	Commercial	Turk St, Hyde St	Taylor St	Hyde St
C	Commercial	Balboa St	42 nd Ave	34 th Ave
C	Commercial	Clement St	5 th Ave	10 th Ave
C	Commercial	Clement St	Arguello Blvd	5 th Ave
C	Commercial	Divisadero St	Geary Blvd	McAllister St
C	Commercial	Divisadero St	Haight St	McAllister St
C	Commercial	Eddy St, Fillmore St	Fillmore St	Steiner St
C	Commercial	Eddy St, Fillmore St	Webster St	Fillmore St
C	Commercial	Geary Blvd	17 th Ave	2rd Ave
C	Commercial	Geary Blvd	Arguello Blvd	7 th Ave
C	Commercial	Geary Blvd	Scott St	Webster St
C	Commercial	Golden Gate Ave	Steiner St	Laguna St
C	Commercial	Haight St	Stanyan St	Central Ave
C	Commercial	Haight St	Webster St	Divisadero St
C	Commercial	Hayes St, Laguna St	Laguna St	Gough St
C	Commercial	Irving St	6th Ave	Funston Ave
C	Commercial	Laguna St, Post St	Buchanan St	Webster St
C	Commercial	McAllister St	Steiner St	Laguna St
C	Commercial	O'Farrell St	Fillmore St	Steiner St
C	Commercial	South Van Ness Ave, Van Ness Ave	Mission St	Golden Gate Ave
C	Commercial	Sutter St, Fillmore St	Laguna St	Fillmore St
C	Commercial	Van Ness Ave	Golden Gate Ave	Bush St
C	Residential	03rd Ave	Lincoln Way	Parnassus Ave
C	Residential	20th Ave	California St	Cabrillo St
C	Residential	26th Ave	Clement St	Fulton St
C	Residential	26th Ave	Seacliff Ave	California St
C	Residential	28th Ave	California St	Cabrillo St
C	Residential	36th Ave	Clement St	Fulton St
C	Residential	38th Ave	Clement St	Cabrillo St
C	Residential	Balboa St	21 st Ave	26 th Ave

Public Works Work Zone	Type	Corridor	Begin Street	End Street
C	Residential	Cabrillo St	27 th Ave	32nd Ave
C	Residential	Cabrillo St	42 nd Ave	47 th Ave
C	Residential	Central Ave	Buena Vista Ave West	Oak St
C	Residential	Cornwall St	Arguello Blvd	4 th Ave
C	Residential	Judah St	10th Ave	15th Ave
C	Residential	Lyon St	Hayes St	Turk St
C	Residential	Steiner St	Page St	Hayes St
D	Commercial	13th St, Division St, Duboce Ave	Valencia St	Potrero Ave
D	Commercial	16th St, Hoff St	Capp St	Mission St
D	Commercial	16th St, Valencia St	Valencia St	Folsom St
D	Commercial	18th St, Church St	Duboce Ave	18th St
D	Commercial	24th St	Folsom St	Valencia St
D	Commercial	24th St	Potrero Ave	Folsom St
D	Commercial	24th St, Osage Aly	Capp St	Lilac St
D	Commercial	Castro St	Market St	18th St
D	Commercial	Cortland Ave	Folsom St	Bocanna St
D	Commercial	Mission St	18th St	13th St
D	Commercial	Mission St	18th St	22nd St
D	Commercial	Mission St	22nd St	Cesar Chavez St
D	Commercial	San Bruno Ave	Silver Ave	Wayland St
D	Commercial	South Van Ness Ave	22nd St	18th St
D	Commercial	South Van Ness Ave	Cesar Chavez St	22nd St
D	Commercial	Valencia St	16th St	20th St
D	Residential	23rd St	Church St	Diamond St
D	Residential	25th St	Diamond St	Grand View Ave
D	Residential	25th St	Diamond St	Grand View Ave
D	Residential	26th St	Hampshire St	Harrison St
D	Residential	Clayton St	17th St	Market St
D	Residential	Cortland Ave	Folsom St	Bradford St
D	Residential	Diamond St	25th St	Duncan St
D	Residential	Dolores St	27th St	San Jose Ave
D	Residential	Douglass St	Market St	20th St
D	Residential	Grand View Ave	Romain St	Elizabeth St
D	Residential	Guerrero St	21st St	26th St
D	Residential	Hampshire St	18th St	23rd St
D	Residential	Liberty St	Guerrero St	Rayburn St
D	Residential	Market St	Diamond St	18th St

Public Works Work Zone	Type	Corridor	Begin Street	End Street
D	Residential	Noe St	Hancock St	21st St
D	Residential	Sanchez St	21st St	26th St
D	Residential	Silliman St	Brussels St	Bowdoin St
E	Commercial	03rd St	23rd St	Galvez Ave
E	Commercial	03rd St	Galvez Ave	Oakdale Ave
E	Commercial	03rd St	Mariposa St	23rd St
E	Commercial	03rd St	Oakdale Ave	Williams Ave
E	Commercial	03rd St	Williams Ave	Key Ave
E	Commercial	03rd St, Bay Shore Blvd	Key/San Bruno Ave	Sunnydale Ave
E	Commercial	Geneva Ave, Naples St	Alemany Blvd	Naples St
E	Commercial	Leland Ave	Bayshore Blvd	Cora St
E	Commercial	Mission St	Foote Ave	Lawrence Ave
E	Commercial	Mission St	France Ave	Rolph St
E	Commercial	Mission St	Rolph St	Foote Ave
E	Commercial	Mission St	Silver Ave	Harrington St
E	Commercial	Mission St, Ocean Ave, Persia Ave	Harrington St	France Ave
E	Commercial	Ocean Ave	Phelan Ave	Capitol Ave
E	Commercial	Potrero Ave	15th St	20th St
E	Commercial	Potrero Ave	20th St	Cesar Chavez St
E	Residential	Brunswick St	Newton St	Florentine St
E	Residential	Campbell Ave	San Bruno Ave	Delta St
E	Residential	Concord St	Mission St	Hanover St
E	Residential	Farallones St	San Jose Ave	Orizaba Ave
E	Residential	Goettingen St	Ordway St	Campbell Ave
E	Residential	Grafton Ave	Harold Ave	Miramar Ave
E	Residential	Guttenberg St	Mission St	Hanover St
E	Residential	Head St	Randolph St	Ashton Ave
E	Residential	Holloway Ave	Bright St	Monticello St
E	Residential	Lane St	Palou Ave	Underwood Ave
E	Residential	Madrid St	Silver Ave	Persia Ave
E	Residential	Missouri St	Mariposa St	22nd St
E	Residential	Peru Ave	Libson St	Athens St
E	Residential	Prague St	Geneva St	Pope St
E	Residential	Silver Ave	Mission Ave	Cambridge St
E	Residential	Silver Ave	Mission St	Cambridge St
E	Residential	Silver Ave	Santa Fe Ave	Quint St

Public Works Work Zone	Type	Corridor	Begin Street	End Street
F	Commercial	Bosworth St, Chenery St, Diamond St	I-280 S On Ramp	Diamond St
F	Commercial	Geneva Ave, Ocean Ave, San Jose Ave	Louisburg St	I-280 S Off Ramp
F	Commercial	Irving St	19th Ave	25th Ave
F	Commercial	Judah St	42nd Ave	48th Ave
F	Commercial	Noriega St	19th Ave	25th Ave
F	Commercial	Noriega St	30th Ave	33rd Ave
F	Commercial	Ocean Ave	Capitol Ave	Manor Dr
F	Commercial	Taraval St	18th Ave	23rd Ave
F	Commercial	West Portal Ave	Ulloa St	15th Ave
F	Residential	10th Ave	Lawton St	Quintara St
F	Residential	10th Ave	Moraga St	Mendoza Ave
F	Residential	18th Ave	Taraval St	Wawona St
F	Residential	19th Ave	Irving St	Noriega St
F	Residential	24th Ave	Taraval St	Wawona St
F	Residential	25th Ave	Lawton St	Ortega St
F	Residential	25th Ave	Lincoln Way	Lawton St
F	Residential	27th Ave	Quintara St	Taraval St
F	Residential	28th Ave	Quintara St	Taraval St
F	Residential	30th Ave	Pacheco St	Taraval St
F	Residential	31st Ave	Pacheco St	Taraval St
F	Residential	32nd Ave	Pacheco St	Taraval St
F	Residential	43rd Ave	Pacheco St	Taraval St
F	Residential	Eucalyptus Dr	19th Ave	23rd Ave
F	Residential	Funston Ave	Kirkham St	Noriega St
F	Residential	Joost Ave	Lippard Ave	Forester St
F	Residential	Judah St	33rd Ave	36th Ave
F	Residential	Kirkham St	20th Ave	25th Ave
F	Residential	Kirkham St	30th Ave	35th Ave
F	Residential	Kirkham St	44th Ave	Great Hwy
F	Residential	Magellan Ave	Castenada Ave	Montalvo Ave
F	Residential	Moncada Way	Urbano Dr	Junipero Serra Blvd
F	Residential	Montecito Ave	Monterey Blvd	Eastwood Dr
F	Residential	Rivera St	19th Ave	22nd Ave
F	Residential	Saint Francis Blvd	Junipero Serra Blvd	Santa Clara Ave
F	Residential	Santiago St	19th Ave	22nd Ave
F	Residential	Santiago St	28th Ave	33rd Ave

Public Works Work Zone	Type	Corridor	Begin Street	End Street
F	Residential	Serrano Dr	Cardenas Ave	Arballo Dr
F	Residential	Sloat Blvd	20th Ave	25th Ave
F	Residential	Ulloa St	37th Ave	42nd Ave
F	Residential	Ulloa St	Laguna Honda Blvd	Dorchester Way
F	Residential	Urbano Dr	Corona St	Corona Court

APPENDIX G: SF Public Works Maintenance Responsibilities

Not all evaluated elements are the responsibility of the Department of Public Works to maintain. In general, SF Public Works' maintenance responsibilities are "curb-to-curb," while sidewalk maintenance is the responsibility of private property owners.

	SF Public Works responsible	Private property owners responsible	Other public agencies responsible
STREETS	Litter and maintenance issues are SF Public Works' responsibility "curb to curb." SF Public Works performs street sweeping operations to keep street surfaces clean and repairs potholes and other damage to road surfaces.	--	--
SIDEWALKS	Responsible for curb ramps and odors emanating from SF Public Works-maintained assets.	City sidewalks are private property and the responsibility of fronting property owners. Illegal sidewalk dumping is the responsibility of property owners. SF Public Works notifies property owners if repairs are needed; if property owners fail to make repairs, SF Public Works repairs sidewalks and bills owners.	Light poles, traffic signs, signal boxes, retaining walls, and other public property on the sidewalk are maintained by other public agencies (e.g., BART, MTA, or PUC).
GRAFFITI	Responsible for graffiti removal on trash receptacles and street surfaces.	Graffiti on sidewalk surfaces and other private property (e.g., newspaper stands) is the responsibility of the property owner. If SF Public Works finds this graffiti, they will send a notice to the property owner, who must clean the graffiti or face blight penalties.	If SF Public Works finds graffiti on non-SF Public Works public property, they remove the graffiti and bill the appropriate city agency.
TRASH RECEPTACLES	SF Public Works owns the city's trash receptacles. Some are cleaned and maintained directly by SF Public Works, while others are maintained by an independent contractor (Recology).	Private trash bins are not evaluated.	--
TREES	SF Public Works currently maintains about one-third of the city's street trees. Most of those will be transferred to private property owners over the next seven years. SF Public Works will maintain responsibility for trees on medians and on public property. This evaluation treats all trees as SF Public Works property.	In general, private property owners are responsible for street trees. SF Public Works has set up a hotline at (415) 554-7336 to inquire about maintenance responsibility for a street tree.	--

APPENDIX H: SF PUBLIC WORKS MAINTENANCE PROGRAMS

SF Public Works manages a variety of programs to improve street and sidewalk cleanliness through maintenance, outreach, enforcement, and community partnerships.

Adopt-A-Street Program

The Adopt-A-Street Program is a partnership between the City and its merchants and residents. Groups or individuals agree to adopt an area and take responsibility for keeping the street, sidewalk, and storm drain clean. In return, Public Works provides free street cleaning supplies, and litter and compostable leaf bag pickup. The program aims to strengthen community ties as well as create a cleaner, more pleasant environment.

Alleyway Pilot Program

Since 2013, the Public Works Alleyway Program has sent two special Alleyway Crews, escorted by police officers, to hot spot streets around the City. This pilot program selected streets in Zones B and D with a high volume of 311 requests for cleaning of accumulated trash, needles, and human waste.

Community Clean Team

Public Works' primary volunteer program, Community Clean Team brings together nearly 1800 volunteers annually from multiple city departments, local businesses, and schools to clean merchant corridors, schools, open spaces, and parks. Last year, the program cleaned 36,000 square feet of graffiti and collected 76 tons of garbage, 110 tons of recyclables, and 17 tons of organic waste.

Corridors Program

The Community Corridors Partnership Program began in 2006 to address cleaning and greening needs along San Francisco's busiest commercial corridors. As part of the Corridors Program, local residents are hired and trained through the Public Works Workforce Development Program. These Ambassadors help preserve cleaning services along 700 blocks of San Francisco's busiest commercial corridors by helping sweep sidewalks, remove graffiti, identify and report deficiencies, and landscape public spaces and tree basins.

Giant Sweep

A citywide anti-litter campaign in partnership with the San Francisco Giants, Giant Sweep uses volunteer activities and public education to bolster civic pride and keep San Francisco beautiful. Since its debut in February 2013, Giant Sweep has logged over 70,000 volunteer hours and gathered over 35,000 pledges to keep San Francisco's streets, parks, and buses free of litter and graffiti. Activities include neighborhood cleanups, tabling at community fairs and Giants games, and advertising on billboards, bus shelters and television.

Outreach and Enforcement

Public Works' Outreach and Enforcement Team is responsible for both educating the public about their rights and responsibilities regarding street and sidewalk cleanliness and enforcing City codes to meet sanitation standards. Assigned to geographic zones, team members attend community meetings, investigate complaints, enforce city codes through foot inspections and citations, and resolve issues of public concern. The team also supports other Public Works programs.

Street Parks

Street Parks is a partnership between Public Works, the San Francisco Parks Alliance and the residents of San Francisco to develop community managed gardens on public rights of way. The Street Parks program transforms vacant lots into gardens, trash and illegal dumping spots into greenery, and hillsides into parks. Since the program's inception in 2004, 120 street parks have been established.

APPENDIX I: STATUS OF PREVIOUS RECOMMENDATIONS

The chart below lists recommendations from the FY10 Annual Report and actions taken towards implementing them.

FY10 Recommendations	Actions Taken Towards Implementation
1. Revise and clarify inspections standards and methodology	
<i>a. Conduct Street and Sidewalk Perception Study</i>	The Street and Sidewalk Perception Study was published in May 2011. The study informed changes to the standards, notably the addition of two standards to evaluate sidewalk odor.
<i>b. Clarify ambiguous standard descriptions</i>	Sidewalk graffiti standard was consolidated in the graffiti standard group.
<i>c. Revise route sampling and midpoint methodologies</i>	A new set of routes were chosen for inspection in the next three year contracted evaluation cycle, with equal numbers of residential and commercial streets. The evaluation schedule was revised, so that evaluations are now conducted at the midpoint of a street sweeping schedule. Details can be found in Appendix F.
2. Combine various sources of data to understand what is driving positive changes	<p>Public Works uses various data sources and venues to inform management decisions:</p> <ul style="list-style-type: none"> • Monthly citation reports discussed with zone supervisors • Monthly meetings on 311 response times • Service prioritization from Department of Environment Litter Audits • Tonnage report tracking used to adapt levels of service • Weekly input meetings from Public Works street cleaning crews



